



U.S. AIR FORCE

Policy Letter

Digest

Policy, News and Issues from Headquarters U.S. Air Force

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Rotation policy remains the same

*by
Gen. John P. Jumper
chief of staff*

Air Force policy for aerospace expeditionary force rotations remains unchanged. Most airmen will be vulnerable for a three-month rotation followed by a 12-month period before the next rotation. However, the combination of multiple crisis operations and our ongoing steady state commitments has placed extraordinary stress on the Expeditionary Air Force and our resources.

Taking into account everything we know about current and future requirements to support our nation's fight against terrorism, I have determined the best option is to rotate the majority of AEF 9 and 10 units as scheduled. It appears that our current operations will continue for a long period of time; therefore, we need to rotate our expeditionary forces when and where feasible. We will rotate forces deployed for operations Enduring Freedom, Northern Watch and Southern Watch so those deployed the longest will be allowed to rotate home first to the maximum extent possible.

In some stressed functional areas,

requirements exceed the available AEF 1 and 2 forces. We are committed to finding solutions, which will relieve the stress on these career fields. We have the full support of Office of the Secretary of Defense in this effort. However, at this time, we cannot rotate all of our people in these stressed career fields and fill all current requirements. We are forced to extend the rotation to 135 days, or in some cases, to 179 days, for this small number of individuals. The number of people affected appears to be less than 10 percent of our deployed forces.

This is an extraordinary time for the Air Force and our country. The nation is grateful for the sacrifices our airmen continue to make in meeting our commitments to fight the war on terrorism and defend the American homeland. The secretary and I are proud of the job you are doing, and we are personally committed to maintaining the AEF rotation schedule to the greatest extent possible.

Jumper: NATO key to homeland defense effort

As Air Force planes fly combat sorties over Afghanistan, the chief of staff of the Air Force looked homeward, conveying his gratitude to NATO forces supporting homeland security with around-the-clock airborne warning and control aircraft missions.

"I want to express my sincere thanks to those NATO allies, some 13 of them, who are participating in the deployment of the NATO AWACS into the United States to help us in our air patrols," said Gen. John P. Jumper, who spoke to a group of reporters at the Foreign Press Center in Washington on Jan. 31.

Five NATO AWACS aircraft and more

than 200 people from 13 nations deployed to Tinker Air Force Base, Okla., in the weeks and months following the Sept. 11 terrorist attacks.

The North Atlantic Council recently approved the deployment of two additional airborne warning and control aircraft to the United States for Operation Eagle Assist, NATO's support of U.S. operations associated with homeland defense.

The presence of those people and aircraft provides a critical boost to Air Force resources, General Jumper said.

"It relieves a great pressure we have

on our AWACS aircraft deployed worldwide to answer numerous commitments,” he said. “The U.S. Air Force and the people of the United States are grateful for this commitment.”

Specifically mentioning the responsiveness of NATO allies, the general said they were on board with the campaign against terrorism from the beginning.

“I think about two days after we began bombing in Afghanistan, the deployment was on its way over here, and we were able to relieve great stress on the aircraft flying patrols in various places over the United States,” he said.

The NATO AWACS contingent is part of a larger effort which includes about 11,000 people and 250 aircraft from across the United States.

“We put the aircraft (on patrol) right after the terrorist attacks... to prevent the same thing from happening again,” General Jumper said. “Our intent, of course, is to be able to identify all aircraft that are in the skies over the United States. Every day, we have flown intercepts against airplanes that show up on the radar that are not otherwise identified.”

All of the intercepts to date have turned out to be small privately owned aircraft that have made a mistake in a flight plan or have not identified themselves properly, General Jumper said.

“When asked to land, they land immediately and the issue is straightened out right away,” he said. “Obviously, we pay close attention to each one of these (intercepts), and that’s why we’ve continued these patrols. And they will continue.”

The coordination and cooperation of U.S. and NATO forces has been one of the real success stories of the war against terrorism, he said.

“There’s much to be proud of,” he said. “We are absolutely grateful and delighted for the participation of our NATO allies as they help us fly defensive (combat air patrols) over the United States, and the performance of the coalition as we have tracked down and neutralized the influence of the Taliban and al-Qaeda inside of Afghanistan.”

This is the first time NATO officials invoked Article 5 and the first time NATO assets have been used in direct support in the continental United States.

Terrorism war relies on reachback capabilities

*by
Staff Sgt. A.J. Bosker
Air Force Print News*

In the ongoing war against terrorism, the Air Force relies not only on forward-deployed forces but also on reachback capabilities.

Reachback capabilities are those that support the theater commander without having to deploy to forward locations, said Maj. Gen. Daniel P. Leaf, director of operational requirements at the Pentagon.

Some of these, such as command and control functions, imagery and intelligence analysis, and supply depot processes, have fairly significant hardware and communication infrastructures.

“Reachback allows the Air Force to avoid spending the time transporting these assets to the theater, bedding them down, connecting them and actually getting them up and running,” General Leaf said. “We don’t need the assets physically located on the deployed base proper to access their resources or capabilities.

“It’s not unlike using commercial banking software that allows you to reach back to your bank or financial institution via the Internet,”

General Leaf said. “I can get a statement, pay bills or do other things to achieve a desired effect. I don’t need the bank branch office right here to access its capabilities or my money.”

However, the Air Force needs the structure and process to integrate it all.

“In the case of our analogy, (the structure and process) is the software program,” he said. “For us, it’s our air and space operations centers that are deployed to the theater. These operations centers are where we bring all this data together to enable decision making by the combined forces air component commander or the theater commander.”

General Leaf can speak from personal experience as to just how effective and capable reachback really is during actual operations. He was the wing commander at Aviano Air Base, Italy, during Operation Allied Force.

“We did quite of bit of reachback,” he

said. “For the most part (these assets) were as capable and effective as if they were (at Aviano). They had the potential to be even more effective since it was possible to access a multitude of assets.”

From the experiences and lessons learned in Operation Allied Force, Air Force officials implemented reachback training in various exercises and scenarios.

However, this training goes beyond just teaching about reachback, General Leaf said.

“We want to expand our ability to leverage these capabilities,” he said. “We’re really talking about the horizontal integration of all of our capabilities.”

The goal is to reach a point where the maximum number of people or weapons systems that can take advantage of a capability or tool, are given ready access to it, General Leaf said. This evolution of reachback is a necessity in the current and foreseeable world security climate, he said.

“During the Cold War, our focus was primarily on the Soviet Union and Warsaw Pact threat,” he said. “Now, we’re not sure where we will be next. That unpredictability of where we may be called to apply air and space power mandates more flexibility.

“Reachback gives us this flexibility. It allows us to more easily shift our efforts globally.”

This is important, especially if the Air Force is conducting several ongoing operations, he said. “Reachback gives us the opportunity for multiple theater commanders to access a capability and serve multiple customers simultaneously.”

General Leaf, talking about the Air Force men and women who provide this capability, said they are just as critical to mission accomplishment as the forward-deployed warfighters.

“Could we do it without them? Absolutely not,” he said. “Anyone who doubts the significance of their role needs to think again.

“During Operation Allied Force, I needed everyone, from those who helped ensure the aircraft and munitions were ready, to those who provided the latest intelligence information, and even the technical sergeant who set up our first field kitchen at the start of operations,” he said.

“There were people from all over who were contributing,” General Leaf said. “Their location didn’t matter as much as the importance of their contributions.”

Civilian personnel system debuts in February

When the Air Force makes the changeover to the modern Defense Civilian Personnel Data System, it will not be a leap into the unknown. A series of tests, mock database conversions and a lot of hard work has officials giving a “thumbs-up” to the planned deployment of the new system.

“We’ve spent a great deal of time and resources testing this system,” said Shirley Williams, a member of the Senior Executive Service and the director of the Air Force’s Palace Compass Program management office at the Pentagon. “We’ve conducted many tests both in the laboratory and in the field at McChord (Wash.), Charleston (S.C.), Holloman (N.M.), F.E. Warren (Wyo.), Dobbins (Ga.) and Hill (Utah) Air Force bases. We converted the Air Force-wide database twice in mock conversion scenarios and feel confident that with all the testing, planning and preparation we’ve done, the deployment will go well.”

It is difficult, if not impossible, to plan for the unknown, Ms. Williams said.

“We know the unexpected will occur,” she said. “So in anticipation, we have a structure in place, and staff at the Pentagon, Air Force Personnel Center and major commands trained and ready to tackle any unforeseen problems.”

The move to the modern civilian personnel system is a Department of Defense-wide initiative and is necessary to reduce cost and eliminate redundancy.

Many of the computers and other hardware the current, or legacy, system uses are also becoming obsolete.

“The legacy civilian personnel system was identified as too costly to maintain, too difficult to modify, redundant and rapidly becoming obsolete since it was a mainframe-based system,” Ms. Williams said.

The modern system will eventually compensate for the projected losses planned

in the personnel workforce because of the DOD-mandated personnel regionalization, she said.

The new system should be online the beginning of March, officials said. Major benefits for Air Force civilian employees will result from two Air Force-unique applications — the Civilian Announcement Notification System and the Employee Benefits Information System. These applications were developed to complement the modern civilian personnel system.

The Civilian Announcement Notification System, which has been deployed for about two years, allows employees to register their job and geographic preferences in the announcement notification system. The

employee is then notified via e-mail when an employment vacancy exists that matches a person's preferences.

The benefits system already in place allows employees to review and update benefits via the Internet or by phone.

In the future, officials expect the modern civilian personnel system to provide employees with quicker answers to inquiries, potentially allow direct access to personal information, and the ability to update personal data.

Air Force training began early in 2000 and continues today to ensure readiness for the Feb. 15 deployment of the system.

More information is available on the Air Force Personnel Center Web site at www.afpc.randolph.af.mil.

Air Force, Navy working relationship 'never better'

*by
Tech. Sgt.
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Air Force Print News*

Some of the greatest rivalries are between athletic teams from the service academies. However, during the current battle against terrorism, cooperation between the Air Force and Navy has never been better, said Gen. John P. Jumper, Air Force chief of staff.

"The component relationships in this war, especially between the Air Force and the Navy, are better than I have ever seen," General Jumper said. He would know, since he has been "up close and personal for the last 10 years in senior positions, and very close to the battle."

Since Oct. 7, the bombs that have been raining down on Afghanistan — dropped by Navy and Air Force aircraft — all have one thing in common: they have brought an end to the Taliban control of Afghanistan.

"We're putting together [our] nation's [warfighting] capabilities exactly the way we bought them," General Jumper said. "You use the capabilities you need."

Navy and Air Force airplanes are being used in ways that have never been used before.

"We are inventing these tactics more or less in the course of battle so we can get this job done for (U.S. Central Command

Commander) Gen. Tommy Franks and his team," General Jumper said. "We're using carrier-based naval air, and the Air Force is coming across long, vast stretches of airspace to put bombers in there. The B-52 (Stratofortresses) take off and don't know what their targets are going to be until they arrive."

Adm. Vern Clark, the chief of naval operations, agrees with General Jumper and said they both are big believers in the joint efforts of the Air Force and Navy.

The two leaders have been working together for many years. Admiral Clark recalls a specific discussion in 1994 during Operation Vigilant Eagle in Southeast Asia, when General Jumper was the Joint Force Air Component Commander with the admiral as his deputy.

"John looked at me and told me to make sure the carrier knows we're not counting sorties. We're not in competition here," Admiral Clark said. "We have been and are working together to create the best warfighting capability and the best warfighting response," he said.

Officials release budget proposal

The president's fiscal 2003 budget proposal authorizes \$379 billion for the Department of Defense to win the war against terrorism, defend America, improve the quality of life for men and women in uniform and accelerate the

transformation of the military to counter 21st century threats. The Air Force's portion of the budget, \$87.2 billion, continues the service's investment in its people, maintains its prior gains in readiness and accelerates its

air and space transformation, according to a senior Air Force budget official.

The proposal includes \$3 billion for counter-terrorism, force protection and homeland security, senior defense officials said. It also includes \$1.2 billion for continued air patrols over the United States and added funding for munitions, communications and other critical needs.

The budget also addresses several quality-of-life improvements, including a 4.1-percent increase in military basic pay with possible additional targeted raises for mid-grade officers and NCOs. It continues the campaign to eliminate out-of-pocket housing expenses reducing overall costs from 11.3 percent to 7.5 percent this year. The budget also allocates \$4.2 billion for family housing accounts to eliminate inadequate housing by 2007.

The Air Force budget is divided into four categories: people, operations and readiness, physical plant, and modernization and transformation.

More than 34 percent of the Air Force budget is geared towards its people and improving their quality of life.

The service has set aside \$27.7 billion for pay and compensation, almost \$1 billion for recruiting and retention initiatives and \$1.5 billion to modernize 8,400 Air Force family housing units.

The Air Force has dedicated 28 percent of its budget to its flying operations, combat training, space operations, base support and military training and education.

The service has funded \$10.9 billion for 2.1 million flying hours, overhauls for 369 airframes and 833 engines, spares, supplies, fuel and logistics support. The budget provides \$487 million for combat training on 26 ranges

and over 170 exercises. Space operations received \$1.6 billion to fund 50 space launches and the maintenance of two ranges.

Overall base support functions received \$6.1 billion for communications, operating support, child development and family support facilities, real property services and environmental projects.

The Air Force is taking an investment strategy with regards to its physical plant dedicating \$4.3 billion of its budget to sustaining its facilities, according to the senior budget official. This enables the service to accommodate new missions, further improve quality of life, maintain its lead in environmental stewardship and optimize its use of public and private resources.

As part of this strategy, the Air Force will be constructing 11 new dormitories and three fitness centers.

The Air Force is spending 32 percent of its budget, over \$28 billion, on modernization and transformation of its forces to counter any future threats.

“This transformation combines stealth and advanced weapons with horizontally integrated surveillance and reconnaissance capabilities from manned and unmanned air and space assets,” a senior budget official said.

The budget funds continued development of the Joint Strike Fighter and unmanned combat aerial vehicles. It also contains funds to procure 23 F-22 Raptor aircraft and advance procurement of 27 more in fiscal 2004; 12 C-17 Globemaster IIIs; 35 T-6A Texan IIs; one E-8C Joint Surveillance Target Attack Radar System aircraft; three Global Hawks; 22 RQ-1 Predators; one Wideband Gapfiller Satellite; and one Evolved Expendable Launch Vehicle.

Employment protection expands for Guard, Reserve volunteers

By law, only Guard and Reserve people who are involuntarily called to active duty typically receive the broadest re-employment protection.

Now, thanks to a determination by the secretary of the Air Force, those same protections are being extended to air reserve component people who voluntarily returned to active duty to support Operations Enduring Freedom and Noble Eagle.

“Among other rights, the law — the ‘Uniformed Services Employment and Re-employment Rights Act of 1994’ — provides re-employment rights for a cumulative period of up to five years of active-duty service away from a civilian employer,” said Col. Ray Knapp, a personnel reserve advisor at the Pentagon.

When people are involuntarily recalled, the (five-year) clock stops ticking. However,

the clock does not automatically stop for those who volunteer for duty, even during a national emergency. Once they accumulate a total of five years of voluntary service, their employer is not required by law to hire them back.

This difference in the law was not meant to harm the Guard or Reserve person who wanted to volunteer, said Colonel Knapp. It was designed with the employer in mind.

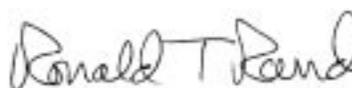
The law allows for an exemption to the five-year clock for periods of active duty during a war or national emergency declared by the president or Congress.

Not every Air National Guard or Air Force

Reserve person who is on duty will get this exemption.

It's limited to those who are ordered to active duty, or retained on active duty beyond their stated separation date due to Stop-Loss, in direct or indirect support of the national emergency. The key words are 'ordered to or retained on,' and 'direct or indirect support of the national emergency.'

To address individual situations at the lowest level, the orders-issuing official, usually the commander, is the determining authority, since they know the specific duties of their people.



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QUOTABLE QUOTE

"All the technology in the world is useless if we don't have good leadership and a team that can work well together. For example, 55 percent of the (Air Force's) aircraft refueling missions serviced Navy aircraft. Carrier airpower could not be effective without the long-range tanking mission. The teaming relationship has been really wonderful. In fact, it is the best I've seen."

Dr. James G. Roche, secretary of the Air Force

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